


KARELIA UNIVERSITY OF APPLIED SCIENCES
Degree Programme in International Business

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**EVALUATION OF THE SOCIAL MEDIA CHANNELS IN
HOSPITALITY MARKETING
CASE STUDY: INTERCONTINENTAL HOTELS**

Thesis
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Author: Thong Vo Dai	
Title: Evaluation of social media channels in hospitality marketing Commissioned by InterContinental Hotels	
Abstract <p>The development of social media has changed the world recently and more specifically, social media marketing has become the latest trend. Therefore, every business should have to construct its new marketing plan to optimize the usage of the online social media channels. The commissioner, InterContinental hotels, has been chosen for this case to clarify the practices of applying online social media channels in marketing.</p> <p>The aim of the thesis is to give a more specific example of the usage of social media channels in marketing besides providing the theories of social media marketing. The popular social media channels of three case hotels are put in the comparison and evaluation.</p> <p>The three main parts are examined in the thesis: theoretical knowledge base about social media marketing, the data research of popular social media channels of case hotels, and the conclusion. In addition, the new trends on social media channels are also mentioned. The modifications and enhancements are recommended to expand the online reputation and to increase the customer engagement, which are based on the research results.</p>	
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Appendix 2 The data results on Facebook of case hotels.

Appendix 3 The data results on Instagram of case hotels.

Appendix 4 The data results on Twitter of case hotels.

1 INTRODUCTION

1.1 Background

The world has witnessed an unprecedented development of social media recently, and social media has become a part of our lives. The fact is that it has changed both the way we live and the way we do business. Specifically, social media marketing has become the latest trend in today's business life, and its impetus of the development is undoubtable in the future. Therefore, knowledge about social media channels as well as the effective usage should be of concern for business. To be more precise, a company should have to reconstruct its marketing plan to integrate the social media marketing into the general strategic development plan. To deepen the understanding about the social media channel, it is better to examine given objectives, and the hospitality industry has been chosen for this case.

According to a global survey (USamp and Smith Micro Software 2014), the new preferable method of hotel booking by mobile devices appeared as a result of technology innovations, and the percentage of guests who are willing to change to the new one instead of contacting the staff in person is approximately 60%. As such, many famous hotels in the world have changed their marketing plans by transforming the old fashionable way (printed advertisement) to online marketing through their own social media channels. Besides, the new technological advances have changed the interaction between the guests and the hotels, and a sharper picture of the changes in social media management from experts is drawn.

This thesis researches social media channels of a group of hotels, and simultaneously provides the theoretical framework on social media marketing. Hence, it is possible to see how the well-known hotel namely InterContinental hotels has adapted the new trends and made full use of social media channels for their businesses and operations.

It takes much time and effort to conduct the evaluation about every single social media channel, such as Facebook, LinkedIn, Instagram, Twitter, etc. of a chosen group with several different metrics, so the thesis provides the most subjective viewpoint of the practice to use social media channels from the case hotels. As a result, this thesis shows the available and potential advantages of social media and points out the lessons to be learned and the improvements that should be taken.

1.2 Aim of the study

The main purpose of this thesis is to give a more specific and practical understanding about usage of social media channels in marketing, especially in hospitality industry. By evaluating social media channels of three selected hotels in the same hotel chain operating in different markets, the importance of social media channels nowadays is shown in theory and the applied practices by the case hotels. In addition, an assessment and comparison for each are issued. Consequently, a clear picture about the role of social media channels in the specific business is drawn, and the recommendation would be provided after the scrutinized research for an efficient way to exploit the advantages of social media channels. In detail, the case hotels are three hotels from the IHG in different regions. In addition, the IHG stands for InterContinental Hotels Group – the largest hotel company in the world by the number of rooms (InterContinental Hotels Group 2015). The IHG has eleven different hotel brands, and the InterContinental brand is the most luxurious brand among them.

1.3 Outline

The three main parts are examined in the thesis: theoretical knowledge base about social media marketing, the data research and the conclusion. At first, the theoretical knowledge base provides general and detailed information about the social media marketing. An overall definition of social media is introduced, and then the role of social media marketing is described. After that, the most popular social media channels, namely Facebook, LinkedIn, Instagram, Twitter and Google Plus, are presented. The research

data is collected from online media channels of case hotels. Specifically, the evaluation is based on a variety of metrics such as data distribution, audience engagement, popularity, and content generation, so that the recommendation can improve the overall performance of each hotel.

The conclusion part is based on the practical experience, research data results, academic background and professional consultants. It denotes what each hotel learns from others, what should be considered in taking modification, and what should be integrated into a new marketing plan.

1.4 Methodology

1.4.1 Research objectives

The research aims at the performance of social media channels of the case hotels and collects data according to different metrics. Additionally, it is conducted quantitatively and qualitatively with the current social media channels of case hotels: Facebook, LinkedIn, Twitter, Google + and Instagram. The main objectives are clarified as the popularity, the information distribution, and the audience engagement (Table 1).

Table 1. The research indicators of each objectives.

Objectives	Indicators
Popularity	Number of followers/fan/views
Information distribution	Number of posts Update frequency
Audience engagement	Likes/shares/comments per post

Moreover, the qualitative method is applied for the holistic measurement of the social media channels, and it focuses on the content form generation of each channel with multiple functions, such as Facebook, LinkedIn, and Twitter. Specifically, the research examines the diversity of content forms on the social media channels of the case hotels such as photos, texts, videos or GIFs (The Graphics Interchange Format).

1.4.2 Case hotels

InterContinental Hotels in different markets are chosen for the study case: InterContinental Asiana Saigon, InterContinental London - The O2, and InterContinental New York Times Square, and three case hotels are located in different geographical regions: Vietnam, UK and USA.

1.4.3 Data collection

All research data are secondary because they are collected through the official social media channels of the case hotels. Besides, a side research runs to supplement the main research by collecting the data of the ranking of the case hotels in some popular websites such as Trip Advisor, Booking.com, Hotels.com, Expedia.com and etc. to reveal the popularity of case hotels in their own markets.

2 CORPORATE, BRAND AND HOTEL DESCRIPTION

2.1 The InterContinental Hotels Group (IHG)

The IHG is known as InterContinental Hotels Group – the largest hotel company in the world by number of rooms. It has 5,032 hotels and 744,368 rooms in nearly 100 countries. The IHG is operated in different brands worldwide: InterContinental®, HUALUXE® Hotels and Resorts, Kimpton® Hotels and Restaurants, Crowne Plaza®, Hotel Indigo®, EVEN™ Hotels, Holiday Inn®, Holiday Inn Express®, Staybridge Suites® and Candlewood Suites®, which is shown in its logo of the IHG as Figure 1 (InterContinental Hotels Group 2015).



*IHG® Rewards Club not applicable to Kimpton® Hotels & Restaurants; to be included at a future date.

Figure 1. InterContinental Hotels Group Logo (Source: InterContinental Hotels Group 2015).

The year 2015 was a successful year for IHG with a remarkable milestone of reaching the 5000th hotel as the Hotel Indigo Lower East Side New York. The performance of IHG in 2015 is showed by the infographic in Figure 2.



Figure 2. Overall performance of IHG in 2015 (Source: InterContinental Hotels Group 2015).

2.2 InterContinental

InterContinental Hotels are chosen for the case study of this thesis due to the author's practical experience working at one InterContinental Hotel. Besides, the InterContinental brand is the most luxurious one of IHG and it could be said that InterContinental is the pride of IHG. In other words, the InterContinental brand is one of the most glamorous of IHG due to the pervasive presence of InterContinental worldwide. Specifically, the global distribution of InterContinental in 2015 is indicated in Table 2 for illustration of universal being.

Table 2. The global distribution of InterContinental in 2015 (Source: InterContinental Hotels Group 2015).

	Open Hotels		Pipeline
	Hotels	Rooms	Hotels
Americas	50	17,109	4
Europe	32	9,886	5
AMEA	68	21,238	22
Greater China	34	13,807	21
Global	184	62,040	52

2.3 Case hotels

2.3.1 Overview of information about case hotels

The general information about case hotels are described in Table 3. There are some dissimilarities among hotels although all of them belong to same brand – InterContinental. Specifically, IHG has strict standards for the InterContinental brand but the owner could have more investments to optimize the hotel with the latest technology, high-class interiors, and modern equipment. Thus, the differences in owners of each hotel can cause the variation among the InterContinental hotels.

Table 3. Overview of the case hotels: InterContinental Asiana Saigon, InterContinental New York Times Square and InterContinental London – The O2 (Source: InterContinental Hotels Group 2015).

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Location	Saigon - Vietnam	New York - USA	London - UK
Opening Year	2009	2010	2015
Hotel Class	5 Star	4.5 Star	5 Star
Number of rooms	305	607	453
Number of floors	21	36	18
Number of Restaurants and Bars	5	2	5
Number of Meeting Rooms	6	10	20
Capacity of guests	Up to 1,200 guests	Up to 3,900 guests	Up to 3,000 guests
Fitness Center	Yes	Yes	Yes
Pool	Yes	No	Yes
Spa	Yes	No	Yes

2.3.2 Reputation of the case hotels

The reputation of the case hotels is pointed out as the ranking and the rating in the most popular Online Travel Agency (OTA) websites such as booking.com, Trip Advisor, Expedia, and hotels.com (Table 4). Two indicators namely, Ranking/Rating and Guest Reviews, are used in this table to show their popularity and the satisfaction delivered to the previous guests. Importantly, it should be noted that the ranking in Trip Advisor is based on the local market, size of the city and the number of local hotel competitors varies among three case hotels.

Table 4. The ranking/rating of target hotels on popular Online Travel Agency websites of 03.03.2016.

	InterContinental Asiana Saigon		InterContinental New York Times Square		InterContinental London – The O2	
	Ranking/Rating	Guest Reviews	Ranking/Rating	Guest Reviews	Ranking/Rating	Guest Reviews
Booking.com	9.2/10	173	8.1/10	2151	9.3/10	138
Expedia	4.7/5	221	4.5/5	2814	4.5/5	2
Hotels.com	4.7/5	173	4.4/5	1519	4.9/5	11
Trip Advisor	3/411	1939	150/466	3839	194/1063	80

3 SOCIAL MEDIA MARKETING

3.1 Definition of Social Media

Due to the multi-functioned characteristic of social media, it is conceptualized in many different ways. Some examples of social media definitions are outlined below.

- “Social media and social software are tools that increase our ability to share, to co-operate, with one another, and to take collective action, all outside the framework of traditional institutional institutions and organizations.” – Shirky (2008, 20f).
- “Social media tools feature the elements of profile, contacts and interaction with those contacts, blur the distinction between personal communication and the broadcast model of message sent to nobody in particular” – Meikle and Young (2012, 61).
- “Social media indicate a shift from HTML-based linking practices of the open web to liking and recommendation, which happen inside closed systems. It has three distinguishing features: it is easy to use, it facilitates sociality, and it provides users with free publishing and production platforms that allow them to upload content in any form, be it pictures, videos, or text” – Lovink (2011, 5).

It is mentioned that there is a diversification in functions of social media, so each single media can own one or more functions. Therefore, defining the “social media” term is not a simple task, so that it is agreed that social media is a complex term with multi-layered meanings (Fuchs 2014). The significant emergence of social media has created a shift in consumption and customer behaviour, and the role of customers has changed as a result. In the past, customers and brands had separate and distinct areas of work by producing data from one side and receiving data from the other side; however, the barriers are not as clear as they used to be because of recent advancement in information technology. Specifically, the role of customers has changed to be the data co-creators. The types of customer co-creations are shown in Figure 3.

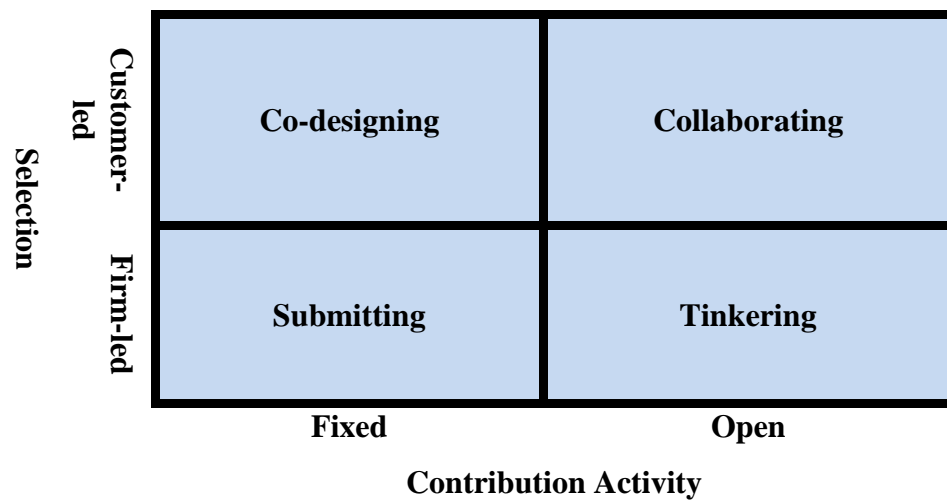


Figure 3. Typology of customer co-creation (Source: O’hern and Rindfleisch 2010, 84-106).

Social media has led to changes in the tourism industry. Firstly, it has created a new indicator for businesses in tourism, i.e. online reputation. Hence, the hotel manager must manage the online reputation and build the brand image online. Secondly, social media becomes a channel for customer service and specifically, customers can give their feedback and ask for support through social media channels instead of traditional methods such as email or phone calls. Thirdly, inbound travellers can get access through inbound marketing because of interesting content. Precisely, more compelling content enables customers to share and have high engagement. Then, the role of search marketing is enhanced by the aid of adding functions such as “like” or “follow”. Pointedly, the credible information from close friends or even followers can affect the brand positively or negatively. It is likely that businesses with their mobile/tablet app can make it easily accessible for customers, so that they have more engagement with customers.

3.2 Understanding content in Social Media Marketing

This section examines the content in social media marketing and in other words, the characteristics of message-contents in social media marketing are analysed by three given factors: persuasiveness, engagement, and electronic Word of Mouth (Dahl 2015, 131).

3.2.1 Persuasiveness

It is necessary to understand the process of how customers react to the persuasiveness of the messages, and it is suggested to put in an analysis with a variety of theories: Elaboration Likelihood Model (ELM), Heuristic-Systematic Model (HSM), and Integrated Model of Persuasion. The brief summary of three main theories is showed in Table 5.

Table 5. The brief summary of three main theories Likelihood Model (ELM), Heuristic-Systematic Model (HSM), and Integrated Model of Persuasion (Source: Dahl 2015).

Theory	Summary
Elaboration Likelihood Model	<p>Two different paths by which persuasive information go to the consumers: a peripheral and a central one, and it does not take two paths simultaneously.</p> <ul style="list-style-type: none"> • In the peripheral path, the consumer plays inactively and the persuasion depends on the implications to relatively change attitudes towards products/services or brands. • In the central path, the consumer plays actively by elaboration, so they can adjust their attitudes towards a product/service or brand by themselves, and decide the degree of persuasiveness of the messages.
Heuristic - Systematic Model (HSM)	<p>Two different ways by which individuals encounter the persuasive messages: heuristic and systematic ones, and the consumer can operate in the information in two ways concurrently.</p> <ul style="list-style-type: none"> • The consumer is based on preordained attitudes and beliefs towards the messages, such as generators or originals to evaluate the validity in a heuristic way. • The consumer clarifies the message content systematically with or without the existing heuristics so they can build their trust in the messages.
Integrated Model of Persuasion	<p>A more empirical process by integrating the established framework from ELM and HSM. Two stages are added to persuasiveness process of ELM and HSM, which are pre- and post-stage as experimental and judgement correction, respectively.</p> <ul style="list-style-type: none"> • In the experimental stage, the consumer collects the recognition information about product/service or brand subconsciously and the familiarity is built up by the frequency of receiving recognition information of the customers. Specifically, the customer has a preference in a certain product/service or brand before confronting the persuasive messages of given product/service or brand. • In the judgement correction stage, the consumer adjusts his views from initial ones after the processing stage.

3.2.2 Engagement

The engagement factors used to be unclear with the traditional marketing methods, but the aid of science and technology development has enhanced the engagement in the content of social media marketing. There are a wide range of stances about engagement definition from practitioners and academics (Mollen and Wilson 2010), but the definition of Dahl (2015, 155) is seen as the most common one to be used to present: “Engagement is an active process of interaction between a brand or brand-generated message and a consumer, for instance, in the form of liking a status.” Moreover, a broader definition of engagement denotes the attitude-behaviour gap has not existed since the forms of engagement are more and more active. As a result, the relationship between brand and customer is lasting (Egan 2011).

Therefore, engagement should be located in the centre in social media marketing, and needs exploiting strategically. To make perfect use of engagement, it is a must to have a background of types of engagements (Table 6).

Table 6. Types of Engagement (Source: Dahl 2015, 160-166).

Types of Engagement	Types of consumer reaction	Actions taken by consumers	Results of consumer action
Emotional Engagement	Consumers take action both consciously and subsciously, and it is not likely to lead to physical action.	Consumers may watch the suggested posts on Facebook or sponsored post on Instagram.	Raises the feelings about the brand of the consumers and the result cannot be tangible immediately.
Behaviour Engagement	Consumers take physical actions by their own initiatives.	Consumers may like or share the messages from the brand.	It requires the high involvement of the consumers and positively build up the relationship between brand consumers.

3.2.3 Electronic Word of Mouth (eWOM)

Traditionally, it is not unfamiliar to talk about WOM as a face-to-face conversation between two or more people with varied degree of intimacy. Nonetheless, that definition has changed to some extent with the appearance of technological devices and especially social media channels. WOM could be seen in a boarder scale because information from an individual could be reached by a myriad of people via social media channels. Specifically, people read the information from someone with whom they just have an online relationship without a physical meeting or even no relationship at all by the virtue of some functions of social media channels such as Facebook, Twitter or Instagram (Dahl 2015, 173).

Additionally, types of eWOM are set according to degree of familiarity, and the scale will be divided into four levels from the ascending order of the familiarity degree: review, broadcasting, hybrid social, and social (Figure 5).

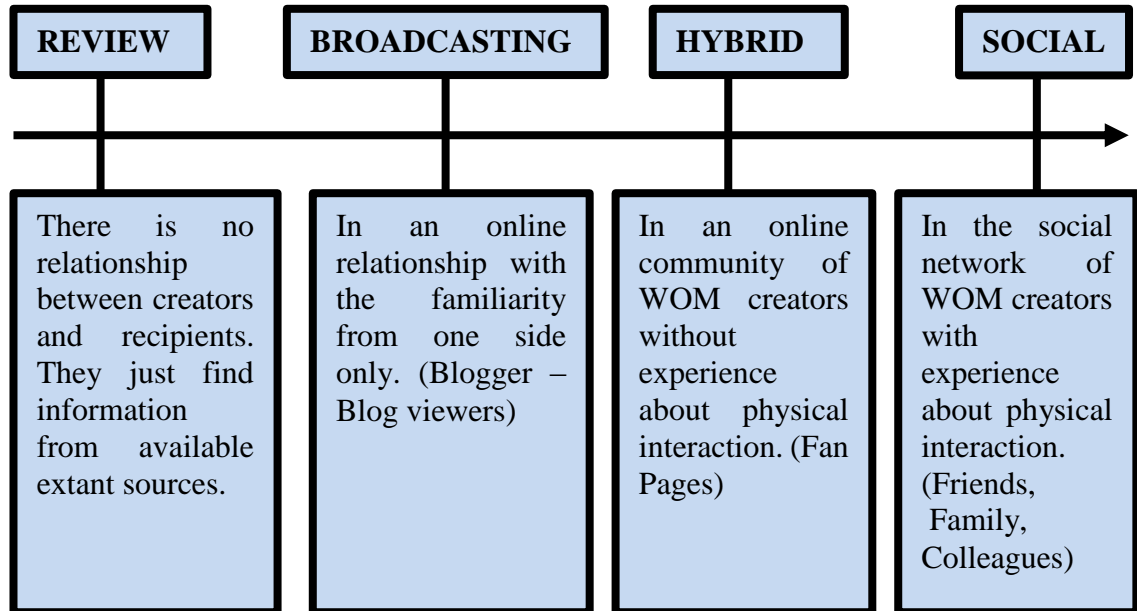


Figure 5. Types of eWOM. (Source: Dahl 2015, 174).

As a consequence, eWOM has either a negative or positive effect on the customers because of the motivation of eWOM senders. In other words, the effectiveness of eWOM is derived from the purpose of eWOM from senders. As stated by Dahl (2015, 183), self-

enhancement intent leads to positive influence, and conversely, self-affirmation intent results in negative influence.

3.3 Understanding context in Social Media Marketing

The magnitude of understanding context in Social Media Marketing is a foundation for constructing a measurement of the efficiency of social media channels. Due to the prosperity in both various types of information and different information-accessed methods, there are a wide range of tools to measure the social media channels in many different metrics. However, it would be ill-advised to measure the efficiency in as many aspects as possible. Therefore, it is recommended that the social media should be measured, so that the collected information is useful and relevant for improvement. There is a common procedure to plan a social media measurement for every kind of metric, and the most used approach was coined by Murdough in 2009. (Figure 6)

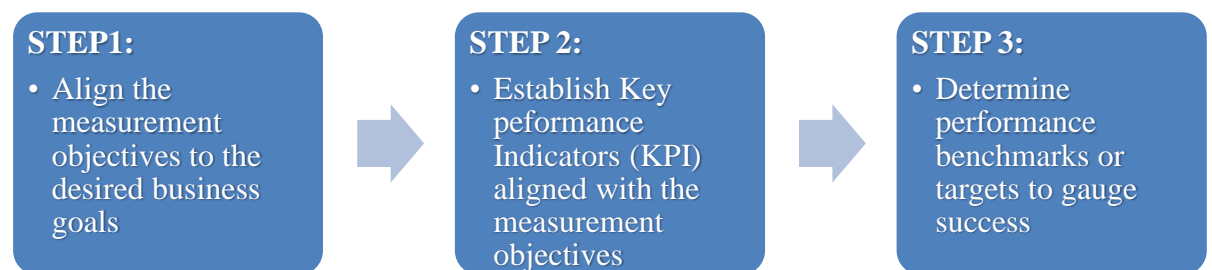


Figure 6. Social Media Measurement Planning Steps (Source: Dahl 2015, 198).

It is not uncommon to measure the social media in two types of metrics: volume measurement and sentiment measurement (Dahl 2015, 198). Precisely, volume measurement refers to the quantitative measurement while the sentiment measurement refers to the qualitative. However, there are be differences in those metrics because of the features of social media.

Volume measurement focuses on the number of fans, followers, and likes per post. In the meanwhile, sentiment measurement focuses on the attitudes of the audience towards to posts, tweet, and photos. To serve different purposes of measurement, there are three

popular metrics that Dahl mentioned in his study and the goals of each single one are listed in Table 7.

Table 7. Three popular metrics for social media measurement (Source: Murdough 2009).

Metrics	Goals
Number of fans/followers Number of likes/comments/downloads	Relationship building
Sentiment analysis	Community-based learning
Web analytics and referrals to purchasing sites	Generate purchase intent

The measurement of number of fans/followers or likes/comments/downloads aims at the growth in the size of the social media audience and the engagement between the company and customers. Thus, the brand can increase the interaction with the social media audience to build up closer relationships for online reputation development. Besides, the sentiment analysis focuses on the attitudes towards to the brand of social media audience by categorizing into three options: positive, negative and neutral. In other words, the sentiment analysis obtains feedback from the online community. Thirdly, the purpose of web analytics is to increase online sales on the basis of online platforms' potential, so that the company can involve their customers in making online purchases.

4 THE LATEST TRENDS IN SOCIAL MEDIA CHANNELS

This section describes trends in four social media channels, i.e. Facebook, Instagram, LinkedIn and Twitter, and two related influences on online marketing of the hospitality industry.

4.1 Facebook

It is likely that Facebook takes a dominant role regarding advertising on the Internet due to the enormous number of users. More importantly, Facebook can easily fit every business accordingly no matter the business size, the budget or even the brand. Facebook has continuous improvements and updates, which require a frequent up-to-date plan to make Facebook efficient for online promotion and advertising (Smith 2016).

Facebook Video is a new function of Facebook that leads to the revolution of video-content ads for online marketing. Precisely, it enhances the role of online video-content, so marketers may have one more effective way to implement their online marketing campaign.

- Facebook Live enables users to broadcast live by the mobile devices and it has direct impact in marketing by the possibility to engage more audience. For example, celebrities using this function in the event attract more attention from an audience compared to a single text post.
- Facebook 360 Videos is a very creative and useful product because it raises more viewers to watch the video content. Hence, it could be a helpful tool for advertising.
- Instant Articles is a feature which thousands of business or organizations use, and the number continues to go up. It is not a kind of video function but it is embedded with images, videos, audio, etc. at a ten times faster moving speed. Therefore, the viewers can understand the core content of the articles for an extremely short period of time, and obviously it also increases the viewer engagement.

- Facebook has **improved messages functions**. It is more likely that showing the response time gains benefits for the businesses because it improves the online customer service channel by allowing customers to see how fast they get an answer. In other words, it is a new tool to increase the online reputation and better customer relationship management (Figure 4).

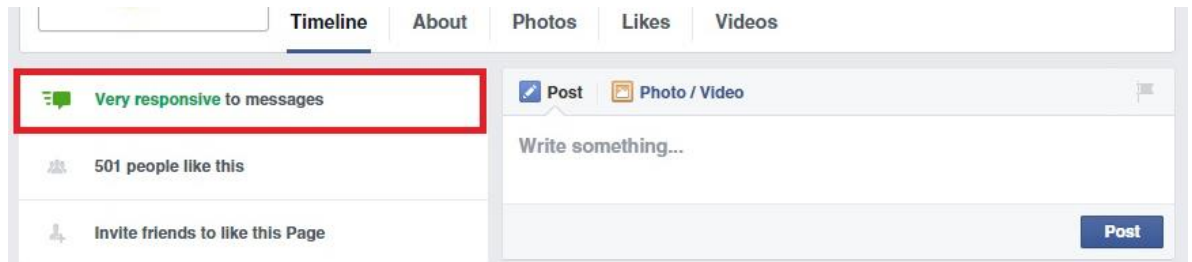


Figure 4. New function about responsive time of Facebook.

Nowadays, the text-content posts are saturated on the new feeds of everyone, so it is hard to stimulate people to share the content. Fortunately, the new functions of Facebook – **Animated GIFs** create more interesting content to get attention firstly and then motivate to share. As a result, the ability-to-share optimizes the efficiency of advertising campaigns by increasing the usage of eWOM.

The **carousel-type Ads** is a direct tool which the company uses for their online marketing campaign. Specifically, the company provides 3-5 places for different products with separate headlines, images, videos and links to a unique URL per place. In the meanwhile, it also saves time for customers to search for products/services (Figure 5).

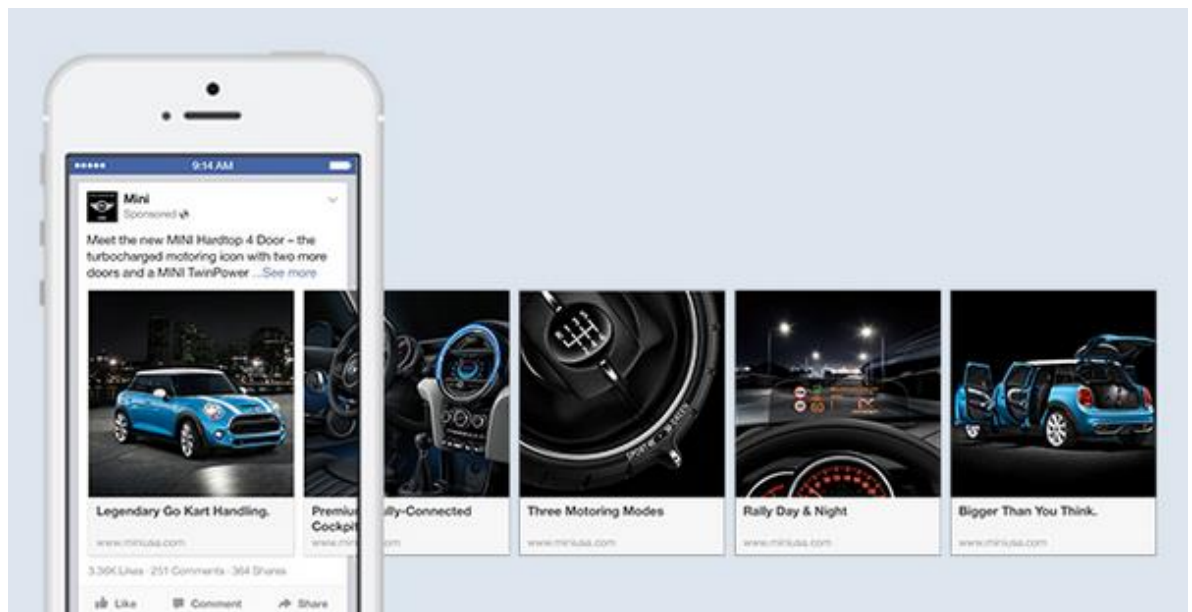


Figure 5. An example of carousel-type Ads of Facebook (Source: Hanapin Marketing 2015).

The **‘Reaction’ buttons** have recently replaced the ‘Like’ button. Since Facebook was founded, the ‘Like’ button has been a unique feature of Facebook and in other words, it is the symbol of Facebook. More importantly, it is one of the most important indicators for the evaluation of the online performance of every business or even individual. For example, people post something on their Facebook with the desire to get as many likes as possible, so they attempt to post interesting, shocked or weird content for only purposes of getting more likes. In the meanwhile, the same logic is applied for business context because the company also wants to build up their online branding through likes, comment and shares. Obviously, like is the easiest thing which they get from viewers. Figure 6 shows the combination of ‘Reaction’ buttons, namely Like, Love, Haha, Yay, Wow, Sad and Angry.

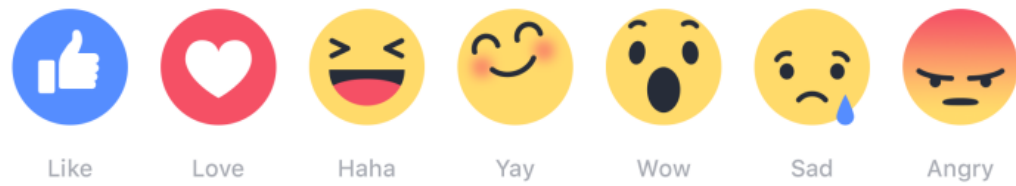


Figure 6. The combination of 'Reaction' buttons on Facebook (Source: Collins 2015).

This change gives a hand to the audience to have more options of expression for towards-content, and consequently it also makes some impacts on marketing and branding (Table 8).

Table 8. Impacts in marketers and brands of 'Reaction' buttons.

	Impacts
Marketers	<ul style="list-style-type: none"> • It poses a challenge for marketers to measure the reaction because there is no appropriate program to analyze the data at the moment. • The data could be more prosperous for the marketers, and in the meanwhile it also creates more segmentation. • There is one hidden concern for the marketers about the true values of the reaction. Precisely, it implies that there is no difference with some reactions. It is easy to see the unique differences between 'Love', 'Angry' and 'Sad', but the question is how the marketers define the value of love and like. Moreover, there is no proper differences among 'Haha', 'Yay' and 'Wow'. For example, one audience can choose 'Haha' towards the surprising content instead of 'Wow' because it makes him laugh.
Brands	<ul style="list-style-type: none"> • This function makes Facebook become more competing battle for brands because the mission is to always keep customers engaged on the online battlefield. To be precise, the customers are likely to spend more time on the channel which drives the content. It is likely that this function allows the audience to spend more time to choose their emotions via reaction buttons. • The most obvious benefit of this function is that it provides deeper feedback about the content from the customers, which means the companies get the precise judgements instead of general judgements through the 'Like' button. • The new opportunity comes to create new messages with interesting contents and visuals so that customers can use this function to engage with the brand.

4.2 Twitter

As the competition of online social media get much fiercer, the company always announces new features to boost the interaction between users and companies. Like Facebook, Twitter also introduces new features which provide new opportunities for advertising.

Twitter Video – a new function of Twitter leads to around a 200 times increase in the number of views on Twitter, and this number means a lot to not only Twitter but also companies. Precisely, this feature attracts users to spend more time on Twitter, and it implies that companies should take wise decisions to develop or enhance their online reputation on Twitter. The increase in engagement with video content is predicted to continue in 2016, and would become the main stream of online marketing (Duboff 2016).

Twitter provides 100 million **options of GIFs** for users to pick for almost every emotion and feeling of the human, and it results in more interesting contents for users. Generally, using GIFs becomes a hot trend in social media channels (Reddy 2016).

Conversational ads are a breakthrough of Twitter because it brings a lot of benefits for brands (Bragdon 2016). The detailed information about this feature is that conversational ads take this a step further towards the customers' side by creating action buttons with personalized hashtags, so that the brands can encourage the users' engagement. Once the action button is tapped, the users can create their own tweet with available hashtags from the brands. The sharers receive a message due to having engaged with the tweet. As a result, the new tweet including the original messages and users' chosen hashtag spreads out through shares (Figure 7). This function makes the conversation between companies and customers more possible and easier. In other words, customers can interact directly with the brand via messages, so it develops a need of reconstructing the online content marketing and retargeting the viewer segmentations.

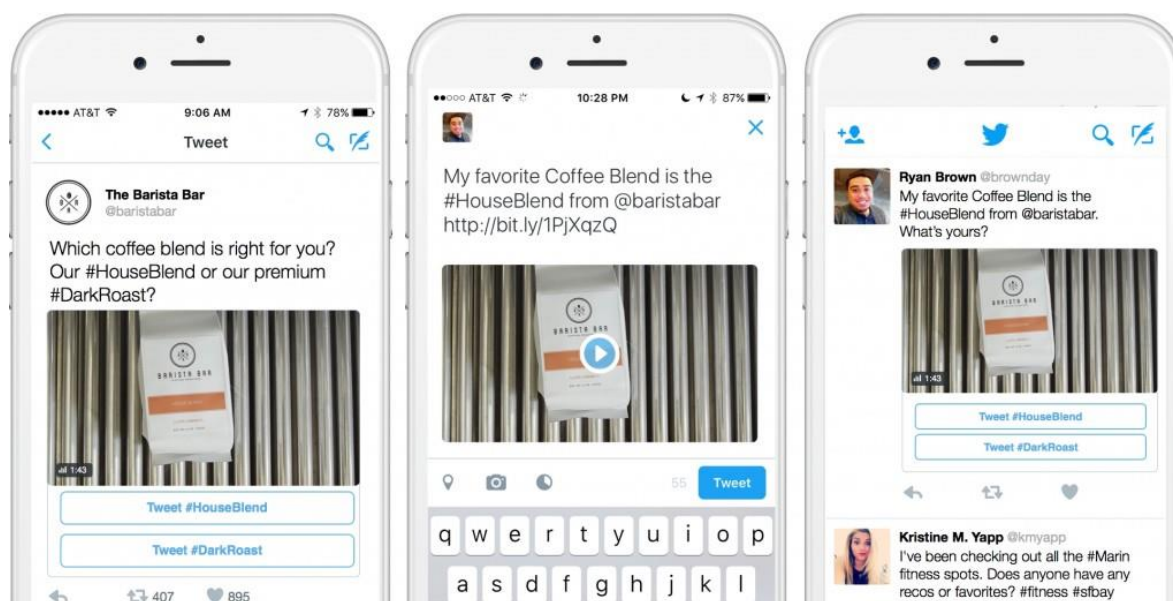


Figure 7. Examples of conversational ads of Twitter (Source: Spencer 2016).

Priority Tweet helps people see the tweet from selected users firstly, and it also tightens the relationship between companies and loyal customers. In addition, customers can have the most up-to-date information about their favourite brands such as promotions, new collections, new events, etc. (Jahr 2016).

4.3 Instagram

Instagram just follows the hottest trends in the online community (Loren 2016), so it also allows users to **use GIFs**. Therefore, the library of Instagram becomes more diverse, so that users can think of Instagram immediately once needing descriptive photos.

Photography stock manages the source of the photos on Instagram, so not only users but also advertisers get benefits from this to search for outsourcing photos according to demands such as high quality or relevant topics.

Boomerang is described in the statement ‘It’s not a photo. It’s not a gif. It’s a Boomerang.’ It is a video app to create surprise and memorable moments from the daily life. It builds rooms for users’ creativity, and users can make a video from capturing one

or more photos by repeating or linking them constantly in a high standard of quality. More importantly, it leads to the emergence of video-content for online community.

Instagram enables the users to see the advertising post on their photo feeds with the title ‘**Sponsored Ads**’. It helps to build the brand recognition with the customers and importantly the ‘sponsored Ads’ applies for the local companies only. In other words, Instagram uses the location base of users and then provides the advertisement from local companies accordingly (Figure 8).

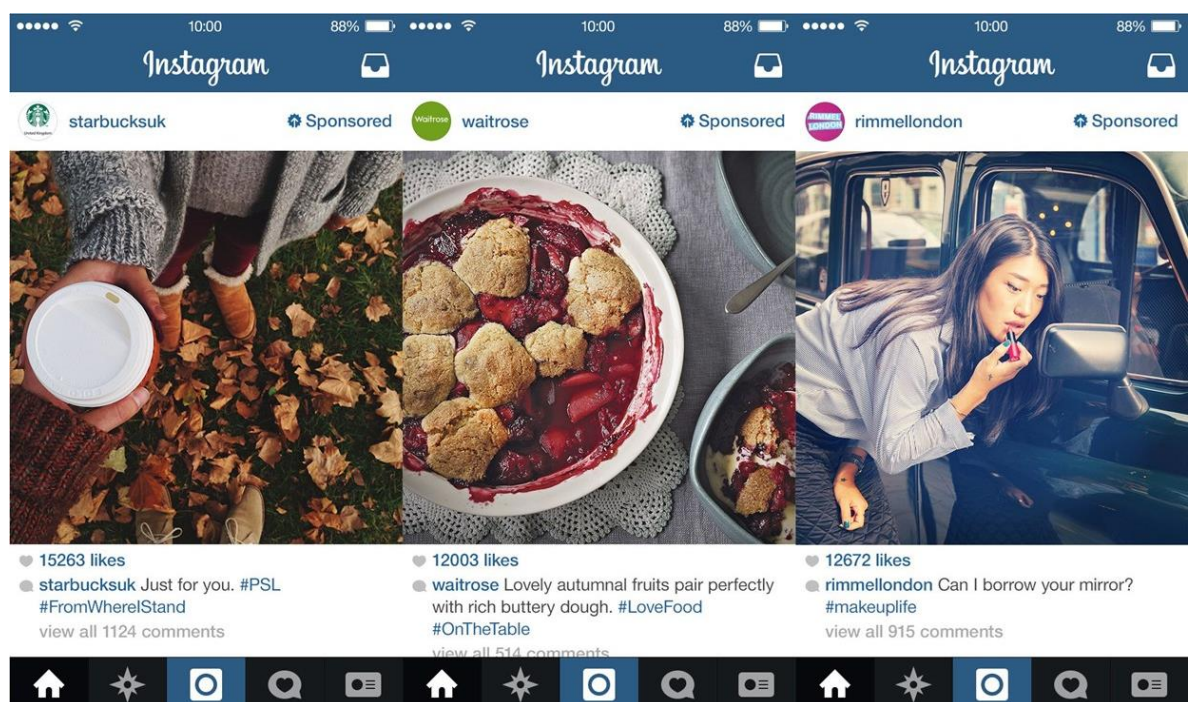


Figure 8. Examples of sponsored ads on Instagram (Source: Collins 2014).

Brands can gain new tools with this service because the users can get access to their websites through **one-click button** such as ‘install more’, ‘shop now’, ‘sign up’, etc. It increases the customer engagement for brands and saves time for customers to find the link in the bio introduction of the brands (Figure 9).

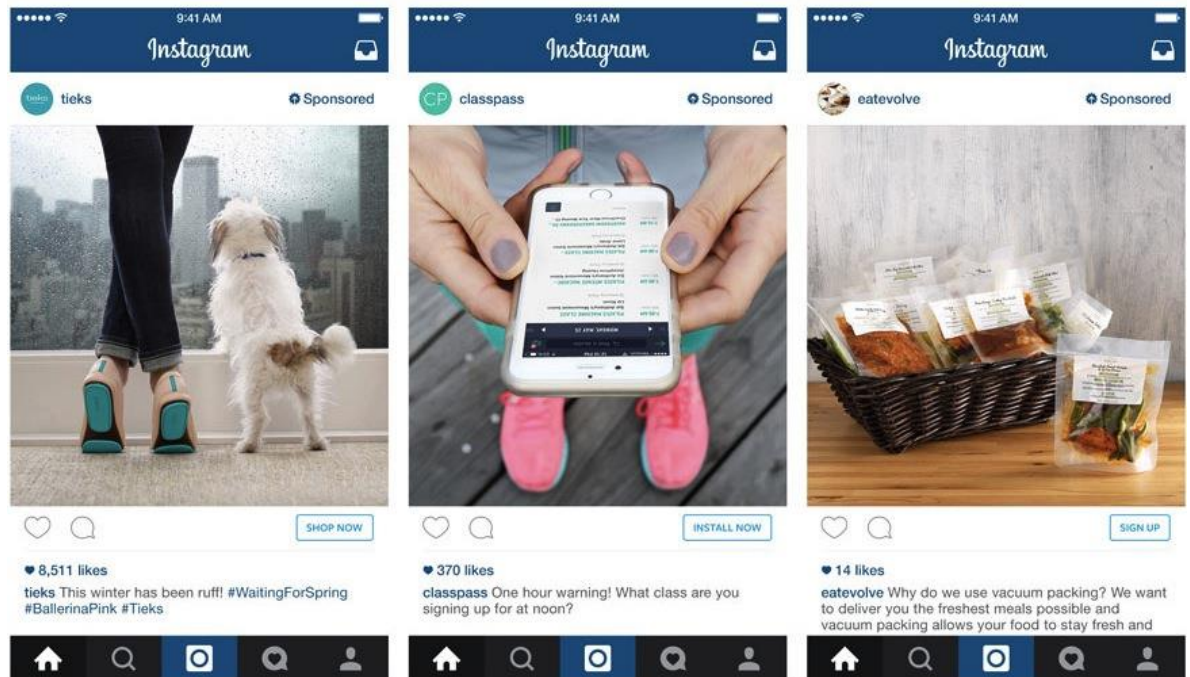


Figure 9. Examples of 'one-click' button on Instagram (Source: Adweek Blog Network 2015).

The **multiple account management** is predicted to be released by Instagram in 2016. The E-Commerce officers are so tired of managing the many Instagram accounts from the brand because it requires many technical steps such as log out and log in. For example, Nike has different Instagram accounts such as @nike, @nikewomen, @nikerunning, etc. This tiredness goes away because of the appearance of the service which enables users to switch their accounts more easily and conveniently.

4.4 LinkedIn

As a mainstream social media channel, LinkedIn also makes some improvements, namely auto-play video, improved group experience, and enhanced messaging in 2016 leading to obviously some changes of users' behaviour (Belknap 2016).

Auto-play video means playing videos automatically on the newsfeed with only the links posted by users. It is certain to draw the high involvements from viewers because it is likely that the video gets attention more easily.

LinkedIn makes the **group conversation more accessible**, so it attracts more users. As a result, the new members boost LinkedIn to be on top of the world's popular social media channel soon. In other words, LinkedIn may become the new tool or brands to build their online reputation as brands can exploit LinkedIn besides using it as a recruitment site.

GIFs also conquer LinkedIn since it allows the function of **using GIFs, emojis and stickers** with the message, so discussions become more interesting for users. The message function is improved sooner or later, and LinkedIn develops into an interactive channel between the companies and customers.

4.5 The changes in online marketing in hospitality industry

The new features of social media channels create new trends in online marketing: social media advertising and video marketing (Gonzalo 2015). To be more specific, the carousel-type Ads of Facebook, the 'Sponsored Ads' of Instagram, and the conversational ads of Twitter bring new tools for online advertising. The study of Gonzalo pointed out that 50% of hotel bookings are made online, so this trend has a huge impact in the hospitality industry. Precisely, the more time customers spend online, the more effective online advertising can be. Secondly, the video marketing becomes the most significant trend in all channels because it increases the attention from viewers. Hence, the guests are likely to be interested in attractive online messages from brands, which builds up brand recognition for the audience.

5 RESEARCH RESULTS AND EVALUATION

Based on the theoretical base, the thesis conducted the volume measurement about the social media channels of case hotels, and more specifically the research examined the online reputation and the performance of each single channel. In detail, the research objectives are updated frequency, the audience engagement and the content generation of each channel.

5.1 The online reputation of the case hotels

The popularity of the social media channels of each hotel are given as many different indicators: Likes, Check-ins, Reviews, Rating, Followers, and Views, and a comprehensive comparison between the social media channels performance of three case group is also presented. Depending on the unique features of each channel, the indicators vary among channels, which are shown in Table 9 (Data was retrieved on March 10th 2016).

Table 9. The online reputation of each social media of target hotel group.

Social media channels	Indicators	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Facebook	Likes	19,434	19,960	914
	Check-ins	99,565	38,753	3,009
	Reviews	1,594	1,146	30
	Rating	4.4/5	4.6/5	4.9/5
Twitter	Followers	508	4,916	628
LinkedIn	Followers	613	2,319	3,400
Google+	Views	2,357	6,702,063	210,546
	Followers	5	6	2
	Reviews	NA	108	16
	Rating	NA	4	4.2
Instagram	Followers	452	2,338	284
Pinterest	Followers	112	NA	NA
Vine	Followers	NA	NA	10
	Views (Loops)	NA	NA	1,615

The data indicates that there is a diversification in the online reputation of the case hotels so none of case hotels has an outstanding performance in all online channels. Facebook is the most successful online channel for InterContinental Asiana Saigon due to the most numbers of check-ins. However, InterContinental New York Times Square takes the leading position with Twitter, LinkedIn, Google +, and Instagram. Remarkably, the Google+ of InterContinental New York Times Square gets more than 6 million views, and this number implies that marketing team of InterContinental New York Times Square has done a great job with the online marketing campaign with Google. In addition, Pinterest and Vine are found to be used besides the popular social media channels.

5.2 Facebook

The research went through the Facebook pages by each single post to answer the main questions of the frequency of data updates, the engagement of audience, and the content generation. The research collected data from the duration of 61 days from January 8th 2016 to March 8th 2016, and the results given in Table 10 show the **data production** and **the rate of updating posts**. The data was retrieved on March 9th 2016 on the Facebook pages of case hotel.

Table 10. The frequency of Facebook post updates from January 8 to March 8, 2016.

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Number of posts	48	32	15
Average frequency of update one post	Daily	Every two days	Every four days

As shown in Table 15, InterContinental Asiana has the highest frequency of updates on Facebook as daily updates. Regarding the remaining two hotels, InterContinental London – The O2 updates Facebook posts twice more frequently than InterContinental New York Times Square does.

One of the essential elements to evaluate the success of the online channel is **the engagement of audience**. Due to the features of Facebook, the engagement of viewers is analysed by the shares, the comments and the ‘reactions’. The research sample size is 50 posts starting from March 8th 2016 backwards. Table 11 reveals the total number of shares, comments and reactions, and the average shares, comments and reactions per post.

Table 11. The Facebook audience engagement

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Total number of shares	19	290	167
Average shares per post	Less than one	6	3
Total number of comment	21	254	66
Average comment per post	Less than one	5	1
Total number of reaction	1,548	6,756	1,367
Average number of reaction	31	135	27

Although having the highest update speed, InterContinental Asiana Saigon receives low interaction. In contrast, InterContinental New York Times Square owns the highest involvement with all kinds of activities such as sharing, commenting and clicking a ‘reaction’ button. Significantly, the average shares per post and comments per post of InterContinental London – The O2 are three times higher than InterContinental Asiana Saigon.

In addition, the qualitative research was to investigate **the variety of content** generated on Facebook of the case hotels based on the research sample of 50 posts from March 8th 2016 backwards (Table 12). The results in percentage were retrieved from a formula, i.e. dividing the number of posts with same kind of content by 50 posts.

Table 12. The content generation on Facebook.

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Photos	92 %	98 %	86 %
Videos	4 %	2 %	8 %
GIFs	2 %	-	6 %
Others	2 %	-	-

It is seen that both InterContinental Asiana Saigon and InterContinental London – The O2 have applied the new trends on their Facebook pages by using GIFs. In addition, it is likely that there is also a shift in changing from photos to videos. Conversely, there is no change in using GIFs with InterContinental New York Times Square, and the percentage of video-content post is still low.

5.3 Twitter

Similarity, Twitter is examined with the same procedure as Facebook but with different research indicators, such as tweet and retweet. The **data updating frequency** on Twitter was conducted between January 9th and March 9th 2016, and the data was retrieved on March 10th 2016 on the Twitter pages of case hotels. (Table 13)

Table 13. The frequency of data updates on Twitter from January 9 to March 9 2016.

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Number of tweet	38	34	27
Average frequency of update one post	Every two days	Every two days	Every two days

There is a similar speed of updating tweet of all three hotel as one tweet every two days, and there is no remarkable difference in numbers of tweets between hotels whereby the highest quantity is of InterContinental Asiana Saigon.

The audience engagement on Twitter is shown by the retweet and the likes from users. The audience engagement was examined by 50 tweets from March 9th 2016 backwards and data was retrieved on March 10th 2016 backwards. Table 14 points out the results.

Table 14. The audience engagement on Twitter.

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Total number of retweet	12	22	288
Average frequency of viewer retweets	Every four tweets	Every three tweets	Five retweets per tweet
Total number of likes	12	49	403
Average frequency of viewer likes	Every four tweets	Every tweet	Eight likes per tweet

Surprisingly, InterContinental London – The O2 has the highest amount of retweet and likes. In addition, Twitter does not have a good performance for InterContinental Asiana Saigon with extremely low engagement from viewers.

The content generation of case hotels on Twitter showed in percentage was retrieved from the formula that is dividing the number of tweets with same kind of content by 50 tweets from March 9th 2016 backwards (Table 15).

Table 15. The content generation on Twitter of case hotels.

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Photos	100 %	68 %	78 %
Texts	-	32 %	16 %
GIFs	-	-	4 %
Videos	-	-	2 %

InterContinental Asiana Saigon still maintains traditional data such as photos, which makes its channel boring for viewers. In the meanwhile, InterContinental London – The O2 has a variety of data form including photos, texts and GIFs.

5.4 Instagram

Instagram is quite different from other previous channels because it is a photo-based platform. However, it also can be taken in the research to study the updating frequency, content generation and audience engagement. Firstly, the frequency research of Instagram is conducted the tweet between January 9th and March 9th 2016, and the data was retrieved on March 10th 2016 on the Instagram pages of case hotels (Table 16).

Table 16. The frequency of data updates on Instagram from January 9 to March 9 2016.

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Number of posts	37	20	29
Average frequency of update one post	Every two days	Every three days	Every two days

InterContinental New York Times Square has the lowest frequency of updating, one post every three days, and meanwhile the other two hotels have the same speed of updating, every two days.

Commenting and liking are activities which viewers can interact with the brand messages on Instagram. The audience engagement was analysed with 50 posts from March 9th 2016 backwards, and the results are shown in Table 17. (Data was retrieved on March 10th 2016.)

Table 17. The audience engagement on Instagram.

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Total number of comment	8	177	34
Average frequency of viewer comment	Every six posts	Three comments per post	Every two posts
Total number of likes	403	4,522	886
Average viewer likes per post	8	90	17

With the lowest speed of updating, InterContinental New York Times Square has the highest involvement by customers, comments and likes. In contrast, InterContinental Asiana Saigon witnesses a very low involvement.

Instagram is a photo-based platform, but Instagram allowed users to use GIFs and videos in 2016. The research checked if the marketing teams of the case hotels follow the new trends. (Table 18). Only InterContinental London – The O2 has applied GIFs on its Instagram recently. Meanwhile the other hotels are still updating photos.

Table 18. The content generation on Instagram of case hotels.

	InterContinental Asiana Saigon	InterContinental New York Times Square	InterContinental London – The O2
Photos	100%	100%	98%
GIFs	-	-	2%
Videos	-	-	-
Others	-	-	-

5.5 Other social media channels

Although the three hotels own their official page on **LinkedIn**, they have different strategies to utilize. InterContinental New York Times Square does not use it at all. In

contrast, InterContinental London – The O2 takes full advantages of LinkedIn by posting the latest news about the hotel as well as recruitment information.

Google+ is not applied by all case hotels. The InterContinental Asiana Saigon does not use Google+ at all. In the meanwhile, the other two hotels use Google+ as their booking, review, hotel photos and information platforms. The fact is that InterContinental New York Times Square succeeds in building the reputation on Google+, and InterContinental London – The O2 are working in progress.

Besides, there are some new online channels that are Pinterest and Vine. Pinterest is also a popular online photo platform. Thus, InterContinental Asiana Saigon applies it into practice, and InterContinental London – The O2 has decided to use Vine to keep up with the trend of video-content marketing.

6 SUMMARY AND RECOMMENDATION

6.1 Summary

The emergence of social media is unparalleled and it has a pervasive presence in every corner of our lives. The importance of social media is displayed by given theories and specific examples in practice. The research is the evaluation of social media channels in the hospitality industry. InterContinental Hotels in different markets are chosen for the study case: InterContinental Asiana Saigon, InterContinental London - The O2, and InterContinental New York Times Square. The three case hotels are located in different geographical regions: Vietnam, UK and USA. The research also draws an overview about how online social media channels work for the case hotels by giving details about the online reputation, the frequency of data updates, the customer engagement and the content generation through many researches. The result points out the comparison between case hotels about how effectively each single channel performs although they belong to one corporation. Moreover, the recommendation is issued based on up-to-date knowledge and practice of online marketing experts worldwide.

The new changes of social media channels, i.e. Facebook, LinkedIn, Instagram and Twitter, have influences on the social media marketing by creating the trends of video-content marketing and social media advertising marketing. Moreover, the customer role as well as the contents in social media marketing are also affected. Pointedly, the engagement factor in the content of social media marketing has been boosted recently. For example, the conversational ads of Twitter enables users to engage with the brand more easily. More importantly, there is a shift in customer role from Submitting to Collaborating, Co-designing, and Tinkering. Traditionally, customers just receive the messages from the companies with printed ads (Submitting), but now they take a role in creating the messages from or about the brands on online social media channels such as sharing or liking (Co-designing), giving a review (Collaborating), and commenting (Tinkering) (Figure 10).

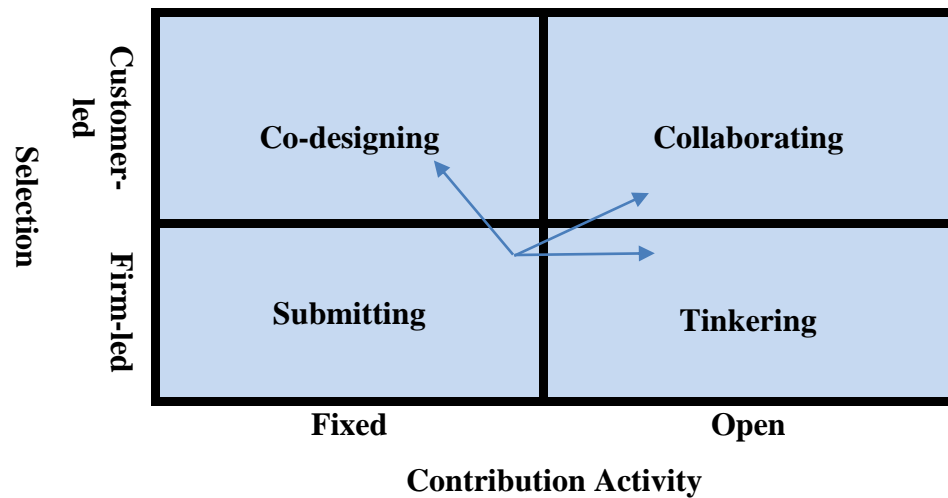


Figure 10. The changes in role of customers.

6.2 Recommendation

Based on the study, all three hotels should make some modifications and enhancements in their social media channels to expand their online reputation and increase the customer engagement, so that they can have better online customer relationship management and more efficient online marketing.

InterContinental Asiana Saigon should develop Google+ like the other hotels. Precisely, Google+ should be built as a platform where customers can book, review and find information & photos about the hotel. Moreover, the online content should keep up with the latest trends such as videos or GIFs. Last but not least, LinkedIn should be concerned to be a potential channel to build up the professional reputation by increasing the data production. It should be learned from InterContinental London – The O2.

InterContinental London – The O2 has fairly good performance but it needs to be outstanding and leading in online reputation to increase booking reservations. More importantly, increasing the frequency of data updates on all channels to earn increasing brand recognition as well as the customer engagement is a wise step. In addition, InterContinental London – The O2 should try Pinterest to create photo sources about the hotel and an incredible landscape of hotel because it is believed that the advantages of landscape photos might help to get attention from users.

InterContinental New York Times Square has the most successful usage of online social media channels with very high customer engagement. However, it has not taken advantage of the online channels because it does not use LinkedIn or Pinterest. As the result of the study, the online content attracts myriad of viewers already, so it is suggested to apply existing online content to LinkedIn and Pinterest.

All hotels should follow the new trends on online marketing, and more effort and time should be put on taking a shift from photos to GIFs and videos. In fact, the customer engagement gets higher with GIFs- or video-content posts. Moreover, the new functions of each channel should be paid attention to and a strategy should be designed to apply them. For example, the case hotels can use the ‘book now’ button with Instagram advertisement, and use the carouse-type ads for many different packages about Food & Beverage and Room simultaneously on Facebook. Besides, the conversational ads should be used to create more places for customer interaction on Twitter.

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Table 19. The general information about the IHG (Source: InterContinental Hotels Group, 2015).

Criterion	Aims of IHG
Goal	Make IHG as the first choice for guests and hotel owners.
Strategy	Build the hotel industry's strongest operating system focused on the biggest markets and segments where scale really counts.
Operating system	Establish the best possible operating system through the available resources: <ul style="list-style-type: none"> • Hotel distribution. • Advertising & Marketing. • IHG Rewards Club – the largest hotel loyalty programme in the world (more than 92 million members). • Web presence (13 different languages). • Reservation system (24/7 reservation office globally with 11 languages). • Sales force (17,600 employee worldwide)
Strategic priorities	<ul style="list-style-type: none"> • Improving the performance of IHG brands. • Generating excellent returns from IHG hotels. • Putting the market scale and knowledge to good use. • Strengthening IHG organization.
Business model	IHG has three different kinds of business model: franchising, managing and owning.
Hotel pipeline	Continue to develop the hotel pipeline of IHG. Recently the pipeline comprises 1 330 hotels with 213 916 rooms.
Criterion	Aims of IHG
Goal	Make IHG as the first choice for guests and hotel owners.
Strategy	Build the hotel industry's strongest operating system focused on the biggest markets and segments where scale really counts.
Operating system	Establish the best possible operating system through the available resources: <ul style="list-style-type: none"> • Hotel distribution. • Advertising & Marketing. • IHG Rewards Club – the largest hotel loyalty programme in the world (more than 92 million members). • Web presence (13 different languages). • Reservation system (24/7 reservation office globally with 11 languages). • Sales force (17,600 employee worldwide)
Strategic priorities	<ul style="list-style-type: none"> • Improving the performance of IHG brands. • Generating excellent returns from IHG hotels. • Putting the market scale and knowledge to good use. • Strengthening IHG organization.
Business model	IHG has three different kinds of business model: franchising, managing and owning.
Hotel pipeline	Continue to develop the hotel pipeline of IHG. Recently the pipeline comprises 1 330 hotels with 213 916 rooms.

Table 20. The research results on Facebook of InterContinental London - The O2

	Date	Number of Comments per post	Number of Shares per post	Type of content	Number of Reactions per post
1	8-Mar	3	2	Photo	62
2	4-Mar	4	1	Photo	11
3	1-Mar			Photo	6
4	19-Feb	2	15	Photo	23
5	12-Feb	4	17	Photo	56
6	11-Feb		12	GIFs	38
7	9-Feb	7		Photo	34
8	5-Feb		2	Photo	11
9	4-Feb		1	Photo	27
10	3-Feb	1	1	Photo	35
11	27-Jan	4	3	Photo	75
12	21-Jan	1	1	Photo	38
13	12-Jan	2	15	Video	60
14	11-Jan	3	17	Photo	21
15	8-Jan		1	Photo	66
16	6-Jan	1		Photo	28
17	29-Dec		1	GIFs	19
18	26-Dec		1	GIFs	18
19	23-Dec	1	3	Photo	20
20	23-Dec		3	Photo	33
21	21-Dec	8	19	Photo	99
22	16-Dec	1	2	Video	22
23	6-Dec	7	25	Photo	110
24	27-Nov	3		Photo	21
25	26-Nov		1	Video	3
26	21-Nov			Photo	5
27	18-Nov			Photo	27
28	5-Nov	2		Photo	48
29	2-Nov	3		Photo	34
30	15-Oct		3	Photo	27
31	14-Oct		2	Photo	11
32	13-Oct	1		Photo	2
33	12-Oct	1		Photo	4
34	11-Oct			Photo	4
35	10-Oct		1	Photo	8
36	9-Oct			Photo	10
37	8-Oct	1		Photo	9
38	2-Oct		4	Photo	64

39	30-Sep			Photo	15
40	29-Sep		1	Video	10
41	17-Sep			Photo	16
42	7-Sep		1	Photo	16
43	4-Sep			Photo	6
44	28-Aug			Photo	3
45	20-Aug	1	3	Photo	11
46	18-Aug	3	3	Photo	30
47	14-Aug		3	Photo	29
48	28-Jul	2	1	Photo	12
49	24-Jul		1	Photo	13
50	17-Jul		1	Photo	17

Table 21. The research results on Facebook of InterContinental New York Times Square.

	Date	Number of Comments per post	Number of Shares per post	Type of content	Number of Reactions per post
1	7-Mar			Photo	7
2	4-Mar	4		Photo	72
3	3-Mar			Photo	8
4	2-Mar	3	20	Photo	544
5	26-Feb	1		Photo	12
6	25-Feb	27	33	Photo	547
7	24-Feb			Photo	32
8	23-Feb	3		Photo	17
9	22-Feb	3		Photo	24
10	19-Feb	4		Photo	145
11	18-Feb	26	14	Photo	351
12	17-Feb	1		Photo	23
13	12-Feb	2		Photo	59
14	11-Feb			Photo	33
15	10-Feb			Photo	46
16	9-Feb	3		Photo	158
17	8-Feb			Photo	2
18	4-Feb			Photo	64
19	3-Feb			Photo	53
20	1-Feb			Photo	12
21	28-Jan	2	2	Photo	203
22	26-Jan	1		Photo	26
23	25-Jan	5	2	Photo	196
24	22-Jan	7	1	Photo	205
25	21-Jan			Photo	7
26	17-Jan	25	54	Photo	781
27	15-Jan			Photo	29

28	14-Jan		1	Photo	2
29	13-Jan	38	15	Photo	465
30	11-Jan			Photo	34
31	9-Jan		1	Photo	19
32	8-Jan	7	2	Photo	136
33	7-Jan		1	Photo	10
34	4-Jan	7	3	Photo	266
35	1-Jan			Photo	19
36	31-Dec		11	Photo	60
37	29-Dec	17	13	Photo	216
38	23-Dec	10	11	Photo	145
39	19-Dec	19	35	Photo	478
40	5-Dec	14	14	Photo	367
41	4-Dec	7	1	Photo	22
42	1-Dec			Photo	10
43	21-Nov	3		Photo	58
44	17-Nov	2	1	Photo	95
45	12-Nov	6	3	Video	50
46	9-Nov	17	4	Photo	257
47	6-Nov	2		Photo	29
48	3-Nov	4		Photo	43
49	27-Oct	1		Photo	49
50	25-Oct	19	12	Photo	270

Table 22. The research results on Facebook of InterContinental Asiana Saigon.

	Date	Number of Comments per post	Number of Shares per post	Type of content	Number of Reactions per post
1	8-Mar			Photo	19
2	5-Mar			Photo	11
3	4-Mar			Photo	49
4	3-Mar			Photo	28
5	2-Mar			Photo	13
6	1-Mar			Photo	19
7	29-Feb			Photo	15
8	27-Feb			Photo	54
9	27-Feb			Photo	39
10	26-Feb			Photo	82
11	26-Feb			Video	10
12	24-Feb			Photo	17
13	23-Feb			Photo	6
14	20-Feb			Photo	37
15	19-Feb			Photo	36
16	18-Feb			Photo	14

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17	17-Feb			Photo	17
18	17-Feb		1	Photo	117
19	16-Feb	3		Photo	13
20	13-Feb			Photo	17
21	8-Feb			Photo	73
22	8-Feb	2	1	Video	95
23	5-Feb	1	3	GIFs	54
24	3-Feb			Photo	55
25	3-Feb		1	Photo	45
26	2-Feb			Photo	11
27	1-Feb			Photo	13
28	29-Jan	1		Photo	18
29	28-Jan	3		Photo	85
30	27-Jan		2	Photo	38
31	26-Jan		1	Photo	24
32	25-Jan			Photo	4
33	24-Jan			Photo	16
34	23-Jan		1	Photo	28
35	22-Jan	1	3	Photo	61
36	22-Jan			Photo	25
37	21-Jan			Photo	14
38	20-Jan	1		Photo	30
39	19-Jan			Photo	20
40	17-Jan	3	1	Photo	44
41	16-Jan			Photo	26
42	15-Jan		1	Photo	15
43	15-Jan			Photo	5
44	14-Jan			Photo	17
45	13-Jan	3	1	Photo	75
46	12-Jan		1	Carousel-type Ads	4
47	9-Jan			Photo	3
48	8-Jan			Photo	7
49	7-Jan	3	1	Photo	20
50	6-Jan		1	Photo	10

Table 23. The research results on Instagram of InterContinental Asiana Saigon.

	Date	Number of Likes per post	Number of Comments per post
1	9-Mar		
2	6-Mar	1	1
3	1-Mar	11	
4	29-Feb	7	
5	27-Feb	8	
6	26-Feb	11	1
7	23-Feb	10	2
8	20-Feb	7	
9	19-Feb	6	
10	18-Feb	14	1
11	17-Feb	8	
12	16-Feb	14	
13	15-Feb	9	
14	13-Feb	4	
15	3-Feb	11	
16	3-Feb	17	
17	1-Feb	6	
18	29-Jan	9	
19	28-Jan	11	
20	27-Jan	5	
21	27-Jan	6	
22	25-Jan	5	
23	24-Jan	2	
24	23-Jan	8	
25	22-Jan	8	1
26	21-Jan	5	
27	20-Jan	9	1
28	19-Jan	7	
29	18-Jan	9	
30	18-Jan	8	
31	15-Jan	7	
32	15-Jan	9	
33	15-Jan	10	
34	13-Jan	6	
35	12-Jan	7	
36	10-Jan	3	
37	9-Jan	11	
38	7-Jan	8	
39	6-Jan	10	
40	5-Jan	8	
41	2-Jan	6	

42	1-Jan	8	
43	31-Dec	9	
44	31-Dec	10	
45	30-Dec	3	
46	23-Dec	10	
47	18-Dec	8	
48	17-Dec	11	1
49	16-Dec	8	
50	15-Dec	15	

Table 24. The research results on Instagram of InterContinental London - The 02

	Date	Number of Likes per post	Number of Comments per post
1	9-Mar	16	2
2	8-Mar	16	3
3	5-Mar	7	
4	4-Mar	54	1
5	4-Mar	6	
6	2-Mar	31	2
7	27-Feb	5	
8	26-Feb	18	
9	23-Feb	12	
10	22-Feb	22	
11	19-Feb	13	
12	17-Feb	22	2
13	14-Feb	9	
14	12-Feb	19	
15	9-Feb	22	
16	8-Feb	11	
17	5-Feb	20	
18	4-Feb	11	
19	3-Feb	17	2
20	1-Feb	27	4
21	27-Jan	11	2
22	25-Jan	11	1
23	22-Jan	25	
24	21-Jan	20	
25	18-Jan	19	3
26	15-Jan	16	
27	14-Jan	25	3
28	13-Jan	25	
29	11-Jan	9	
30	8-Jan	17	1
31	4-Jan	13	1

32	2-Jan	10	
33	31-Dec	13	
34	30-Dec	30	2
35	26-Dec	8	
36	24-Dec	9	1
37	22-Dec	23	1
38	21-Dec	18	
39	19-Dec	21	
40	6-Dec	19	
41	4-Dec	19	
42	27-Nov	18	
43	16-Nov	27	1
44	11-Nov	20	
45	9-Nov	24	
46	4-Nov	23	1
47	4-Nov	12	
48	2-Nov	16	1
49	28-Oct	14	
50	9-Oct	13	

Table 25. The research results on Instagram of New York Times Square.

	Date	Number of Likes per post	Number of Comments per post
1	9-Mar	97	2
2	4-Mar	54	1
3	2-Mar	71	4
4	26-Feb	42	
5	25-Feb	77	
6	20-Feb	57	2
7	18-Feb	83	1
8	11-Feb	55	1
9	4-Feb	53	1
10	3-Feb	56	
11	1-Feb	40	6
12	1-Feb	46	1
13	26-Jan	40	
14	25-Jan	62	9
15	22-Jan	75	3
16	17-Jan	95	2
17	15-Jan	65	4
18	13-Jan	64	2
19	11-Jan	39	1
20	8-Jan	64	6
21	4-Jan	99	2

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22	1-Jan	63	
23	30-Dec	26	
24	29-Dec	43	2
25	27-Dec	68	6
26	24-Dec	45	2
27	19-Dec	88	3
28	17-Dec	54	
29	12-Dec	51	
30	8-Dec	38	
31	5-Dec	85	1
32	2-Dec	49	
33	19-Nov	50	2
34	17-Nov	58	2
35	16-Nov	64	3
36	9-Nov	113	3
37	7-Nov	53	1
38	6-Nov	51	
39	3-Nov	45	
40	28-Oct	108	4
41	27-Oct	59	3
42	25-Oct	120	2
43	23-Oct	61	1
44	22-Oct	1164	52
45	17-Oct	128	18
46	9-Oct	139	4
47	2-Oct	121	14
48	30-Sep	91	2
49	29-Sep	66	
50	22-Sep	87	4

Table 26. The research results on Twitter of InterContinental Asiana Saigon.

	Date	The number of Retweets per tweet	The number of Likes per tweet	Type of tweet
1	9-Mar			Photo
2	9-Mar			Photo
3	2-Mar		1	Photo
4	26-Feb			Photo
5	26-Feb			Photo
6	23-Feb			Photo
7	20-Feb		1	Photo
8	19-Feb			Photo
9	18-Feb		1	Photo
10	17-Feb			Photo
11	16-Feb		1	Photo
12	15-Feb			Photo
13	13-Feb			Photo
14	6-Feb			Photo
15	3-Feb			Photo
16	2-Feb			Photo
17	1-Feb			Photo
18	29-Jan			Photo
19	28-Jan		1	Photo
20	27-Jan		1	Photo
21	26-Jan			Photo
22	25-Jan			Photo
23	23-Jan			Photo
24	23-Jan			Photo
25	22-Jan			Photo
26	21-Jan			Photo
27	20-Jan			Photo
28	20-Jan	1		Photo
29	18-Jan			Photo
30	17-Jan			Photo
31	15-Jan			Photo
32	14-Jan			Photo
33	14-Jan			Photo
34	13-Jan		1	Photo
35	12-Jan			Photo
36	9-Jan			Photo
37	9-Jan			Photo
38	7-Jan	1		Photo
39	6-Jan	1		Photo
40	5-Jan	1		Photo

41	2-Jan	1	1	Photo
42	31-Dec	1	1	Photo
43	31-Dec	1		Photo
44	30-Dec		1	Photo
45	29-Dec		2	Photo
46	23-Dec	1		Photo
47	18-Dec			Photo
48	16-Dec	2		Photo
49	15-Dec	1		Photo
50	14-Dec	1		Photo

Table 27. The research results on Twitter of InterContinental New York Times Square.

	Date	The number of Retweets per tweet	The number of Likes per tweet	Type of tweet
1	9-Mar	3	5	Photo
2	7-Mar		1	Text
3	3-Mar			Text
4	2-Mar	4		Photo
5	1-Mar	1	3	Photo
6	26-Feb		1	Text
7	25-Feb		3	Photo
8	24-Feb			Photo
9	23-Feb		5	Photo
10	23-Feb	1		Text
11	22-Feb		1	Text
12	19-Feb			Photo
13	18-Feb	1	4	Photo
14	12-Feb			Photo
15	11-Feb			Photo
16	10-Feb		2	Photo
17	9-Feb			Photo
18	8-Feb			Text
19	4-Feb		1	Photo
20	3-Feb		1	Photo
21	1-Feb			Text
22	28-Jan		2	Photo
23	26-Jan			Photo
24	25-Jan	1	3	Photo
25	22-Jan		2	Photo
26	21-Jan		1	Photo
27	17-Jan			Photo
28	15-Jan	1		Photo
29	14-Jan	1	1	Photo

30	14-Jan			Text
31	13-Jan	1	2	Photo
32	11-Jan			Photo
33	9-Jan		1	Text
34	8-Jan			Photo
35	6-Jan			Text
36	4-Jan	1	1	Photo
37	1-Jan	2		Text
38	31-Dec		2	Photo
39	29-Dec	2	3	Photo
40	27-Dec	1		Text
41	24-Dec			Photo
42	23-Dec		1	Photo
43	22-Dec			Text
44	21-Dec	1		Photo
45	19-Dec			Photo
46	17-Dec	1		Text
47	15-Dec			Text
48	15-Dec		2	Photo
49	14-Dec			Text
50	12-Dec		1	Photo

Table 28. The research results on Twitter of InterContinental London - The 02

	Date	The number of Retweets per tweet	The number of Likes per tweet	Type of tweet
1	9-Mar	6	7	Photo
2	8-Mar	5	11	Photo
3	6-Mar	1	2	Text
4	4-Mar	1	4	Photo
5	2-Mar	3	7	Photo
6	26-Feb	3	8	Photo
7	23-Feb	1	10	Photo
8	22-Feb	5	3	Photo
9	14-Feb	6	11	Photo
10	12-Feb	5	11	Photo
11	12-Feb	5	7	Photo
12	9-Feb	5	4	Photo
13	8-Feb		2	Photo
14	5-Feb	6	5	Photo
15	4-Feb	5	6	Photo
16	1-Feb	7	12	Photo
17	29-Jan	6	7	Photo
18	25-Jan	3	4	Photo

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19	22-Jan	3	4	Photo
20	22-Jan	5	9	Photo
21	15-Jan	6	4	Photo
22	13-Jan	11	18	Photo
23	12-Jan	4	5	Text
24	11-Jan	17	7	Photo
25	9-Jan	3	8	Video
26	9-Jan	4	9	Photo
27	8-Jan	5	8	Photo
28	7-Jan	8	9	Photo
29	31-Dec	2	11	Text
30	30-Dec	8	11	Photo
31	29-Dec	3	5	GIF
32	26-Dec	8	11	GIF
33	24-Dec	5	6	Photo
34	22-Dec	12	15	Photo
35	21-Dec	8	7	Photo
36	19-Dec	16	22	Photo
37	16-Dec	2	3	Text
38	12-Dec	4	5	Photo
39	11-Dec	13	12	Photo
40	7-Dec	4	7	Photo
41	6-Dec	6	13	Text
42	6-Dec	7	10	Photo
43	5-Dec	7	7	Text
44	2-Dec	16	21	Photo
45	1-Dec	10	15	Photo
46	26-Nov	1	1	Text
47	25-Nov	3	6	Photo
48	24-Nov	6	5	Photo
49	23-Nov	4	4	Text
50	20-Nov	4	4	Photo